

2006 Performance Management Program Executive Overview

Board Presentation

February 2007

Performance Management Making it Work

To have an effective Performance Management Program, CTA uses the following tools:

Documentation

Performance Evaluation, Goal Setting Worksheet and Toolkit

Competencies

All employees are evaluated on the same set of competencies to ensure fair and consistent ratings

Performance Ratings

Employees are evaluated using one of five ratings

4.60 – 5.00 Outstanding

3.80 – 4.59 Above Expectations

3.00 – 3.79 Meets Expectations

2.00 – 2.99 Needs Improvement

1.00 – 1.99 Unsatisfactory

Goal Setting

Management is encouraged to set goals for each employee for the coming year

Common Review Date

All non-union employees are evaluated around the same focal time to ensure each employee is evaluated in a timely manner

Eligibility

All types of non-union employees (FTP, FTT, PTT, etc.) with more than three months of employment in 2006 should be evaluated at the common review date

If an employee is on leave (i.e., FMLA, disability, military leave, leave of absence, etc.) an evaluation is completed upon their return to work

Receiving an evaluation is not a guarantee of a merit increase. Information regarding merit increases will be communicated at a later date

Management should complete evaluations for any active employee who was in their department for at least three months of 2006

Competencies

All Non-Union Employees Are Rated on the Following Competencies

Change and Transition Management

Communication (Oral & Written)

Customer Service

Developing Self and Others

Diversity

Leadership

Organizational Knowledge

Problem Solving

Safety

Teamwork

Job Knowledge

Work Project Management

Management Is Rated on an Additional Set of Competencies

Organizational Knowledge

Communication (Oral and Written)

Customer Service

Leadership

Developing Self and Others
Change and Transition Management
Diversity

Attorneys Are Also Rated on the Following Competencies

Research Skills

Negotiating and Transactional Skills

Litigation Strategy and Skills

All non union employee's performance is also evaluated on goals which were set in the beginning of the performance year.

Corrective Actions for Non-Union Employees

Corrective action for non-union employees is a concept separate from the Performance Management Program although the two may intersect as management encourages employees to develop, contribute, and perform

Should a non-union employee exhibit sub-standard work performance during the year, corrective action should be taken to assist the employee as a means of improving the employee's performance

Receiving a sub-standard performance rating (2.99 or below) for two (2) or more consecutive years may be cause for termination.

Human Resources is responsible for all corrective actions for non-union employees

Timeline

January 23rd Performance management materials sent to Managers and above

January 23rd - February 23rd Management completes performance evaluations for each non-union employee

January 30th – February 9th Training for new management and for any other leaders desiring a performance management refresher course

February 23rd Completed performance evaluations submitted to HR - Compensation for review prior to discussing and distributing to employees

March 9th HR - Compensation approves and returns evaluations to management

March 9th – March 30th Management conducts performance discussion with each non-union employee and obtains the signature of the employee on the evaluation form

March 30th Final signed, original performance evaluations returned to HR - Compensation, 567 W. Lake Street, 3rd Floor

May 5th End of the 2006 Performance Management Program – last day for any questions and issues regarding performance evaluations to be addressed to HR – Compensation